

# NOTES FROM THE:

## Director, Defense Finance and Accounting Service—Denver



by Mr Zack E. Gaddy

Nothing matters more to Defense Finance and Accounting Service professionals than ensuring our customers are well served. That's what drives our passion to be a world class finance and accounting organization and a true financial partner @ work.

The Air Force Financial Management community approached the Defense Finance and Accounting Service-Denver with a request to realign their field site customers by Major Command versus their current alignment by computer processing support. It was believed that this realignment would optimize financial services by providing one belly-button for the customer, improving performance and customer service, and assisting the entire Financial Network in achieving future productivity savings.

Now, after preliminary planning and analysis, a workload realignment program management office (PMO) and a workload realignment steering group were formed at DFAS-Denver to continue the work of the study group. The steering group's charter was to direct and monitor the Denver Network-wide activities needed to plan, coordinate, and implement the realignment in a responsive, timely, and accurate manner.

The PMO was tasked with creating a realignment schedule and concept of operations, planning, coordinating with the customers and supporting agencies, testing necessary transfer programs, and ensuring competing functional and systems initiatives were assimilated into the project.

Partnerships with the Air Force Accounting and Finance Office, Major Commands, Air Force Contracting, DFAS-Columbus, Standard Systems Group, and Defense Information Systems Agency (DISA), among others, were forged to ensure we all shared the same vision. Since information was coming in fast and the word was spreading slowly, the workload realignment PMO, working hand-in-hand with the DFAS Web PMO, created the DFAS-Denver Workload Realignment Web page at <https://dfas4dod.dfas.mil/centers/dfasde/wr>. Now, checklists, plans, points of contact, functional information, systems information, and status reports are updated frequently and the information is immediately available to all involved in workload realignment.

In May 2000, DISA optimized computer support by sizing and strategically moving databases between Ogden and Oklahoma City Defense Enterprise Com-

puting Centers according to end-state workload realignment projections. This computer support optimization was a huge success.

The first realignments took place in June 2000. They involved the realignment of Air Combat Command (Cannon, Davis-Monthan, and Holloman) and Air Force Materiel Command (Kirtland) workload from the Denver Directorate of Finance and Accounting Operations to the Limestone and Dayton field sites, respectively. Additionally, Uniform Services for University Health Sciences, a Defense Agency serviced by Denver, workload was moved to the Omaha field site. These realignments went smoothly and resulted in no significant problems or issues; serving as a template for process improvement and lessons learned.

The next moves, in July 2000, were also very successful. They involved the realignment of Air Education Training Command (Luke) and Air Mobility Command/DoD Agencies (Bolling, Andrews, and Defense Security Service) workload from the Denver Directorate of Finance and Accounting Operations to the San Antonio and Omaha field sites, respectively.

Through the summer and fiscal year-end the PMO has been working with the field sites and customers to ensure continued success in areas that are working well, and to fix any problems identified.

Contributing to the realignment success are systems that have worked as advertised; realigning identified financial databases and records from the gaining to the losing field site. This success has been confirmed by laudatory comments from the field sites and Major Command comptrollers.

The major lesson learned has been a problem with communication. Even with teleconferences, letters, checklists, and a web site, the word is not getting to some of the key players. For example, while the DFAS-Denver, contracting community, financial services community, and field sites have partnered to get the word out, many vendors have not heard about workload realignment. Contingency plans have averted any interruption to the vendor pay process, and the PMO and partners are monitoring this process closely and trying to get the information out.

To date, workload realignment has been a resounding success for our customers. The Denver Directorate

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for Finance and Accounting Operations was closed in July 2000 and its personnel placed in jobs throughout DFAS-Denver. The transfer of personnel to almost every directorate at DFAS-Denver has been a tremendous boost to our knowledge base of field site operations.

Our DoD and Air Force customers, Air Force Acquisition, Air Force Accounting and Finance Office, DFAS-Denver, and field sites can attribute the success of workload realignment entirely to their own professionalism, dedication, and hard work. We are confident that workload realignment will continue to be a success with the strong partnerships that have been created.

Workload realignment by Major Command will continue through November 2001. The field sites have established their own PMOs and are working together to ensure a smooth hand-off of the realigned databases and physical documents that change hands with each event. The Denver PMO coordinated both base realignment and closure to compliment their schedule, staying abreast of customer and agency initiatives, and keeping an eye on the DFAS future strategy to ensure workload realignment will compliment the new DFAS Business Evolution plan. Any questions about Workload Realignment by DFAS-Denver on behalf of the Air Force Major Commands can be referred to Mr Bob Bowers, Program Manager for Workload Realignment, at (303) 676-7181.

